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PMI Project Management Office Certified Professional Sample Questions (Q73-Q78):

NEW QUESTION # 73

The board of directors wants to oversee the company's strategic portfolio of capital projects. The PMO will support the portfolio management.

What should the PMO professional do to ensure that the portfolio's alignment to strategy meets the executives' expectations?

- A. Establish a benefits realization process to ensure aligned business outcomes.
- B. Implement a portfolio management software for tracking progress.
- C. Develop a feedback loop so executives can provide their perceptions of service outcomes.
- D. Define the proper portfolio alignment to the company's strategy.

Answer: D

Explanation:

Ensuring portfolio alignment starts with defining what strategic alignment means for the company and portfolio. This definition sets the criteria and expectations for how projects and programs contribute to strategic objectives.

Benefits realization (Option B), tracking software (Option C), and feedback mechanisms (Option D) support alignment but are secondary steps that depend on a clear, agreed-upon definition.

PMI-PMOCP Strategic Alignment domain stresses the importance of explicit alignment frameworks to guide portfolio decisions.

References:

PMI-PMOCPExam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Portfolio Management (2017), Strategic Alignment PMI PMO Value Ring, Strategic Portfolio Management

NEW QUESTION # 74

A pharmaceutical company operates an enterprise PMO (EPMO) that provides different types of services to several different PMO customers. The PMO leader wants to ensure that the service offerings of the EPMO are catering to the needs of its diverse PMO customers and delivering maximum value.

What should the PMO lead do?

- A. Update all EPMO service offerings regularly to reflect the latest industry trends and technological advancements.
- B. Offer a standard set of services to all customers, ensuring consistency and reliability across the board.
- C. Prioritize the needs of their largest customer group and design the EPMO services primarily around them.
- D. Segment the customers based on common characteristics and develop services adapted for the specific needs of each segment.

Answer: D

Explanation:

Segmenting customers based on shared characteristics (Option D) allows the PMO to tailor services to distinct needs, increasing relevance and value for diverse groups.

Prioritizing only the largest group (Option A) or offering standard services (Option B) may ignore other segments' needs. Regular updates to services (Option C) are useful but must be combined with segmentation to be effective.

PMI-PMOCP Strategic Alignment encourages customer segmentation and targeted service design for maximum impact.

References:

PMI-PMOCPExam Content Outline, Strategic Alignment Domain

PMI Practice Standard for Project Management Offices (2013), Customer Segmentation PMI PMO Value Ring, Customer Centricity

NEW QUESTION # 75

A PMO professional has been tasked with assessing and improving the competencies of the PMO team to better support the wide range of services the PMO provides. For example, the competencies required for a portfolio management service may differ significantly from those needed for training and mentoring services.

What steps should the PMO leader take to ensure the PMO team's competencies align with the diverse services provided?

- A. Conduct a general competency assessment for the entire PMO team and create a single training program covering basic project management skills for all team members.
- B. Rotate PMO team members through various PMO services to gain exposure to different areas, assuming that hands-on experience alone will develop the necessary skills for each PMO service.
- C. Focus only on developing the competencies related to the PMO's most commonly used services, ensuring efficiency in training and the reduction of costs.
- D. Meet with PMO customers to understand their expectations and develop a competency matrix that maps PMO team members' current skills to the specific needs of each PMO service.

Answer: D

Explanation:
The best practice is to engage PMO customers to understand their expectations and then develop a competency matrix that aligns team members' skills with the specific demands of each PMO service (Option C). This targeted approach ensures that competency development is relevant and service-focused.
Rotations (Option A) and general assessments (Option B) are less strategic and may dilute focus. Limiting development to common services (Option D) risks neglecting emerging or specialized needs.
PMI-PMOCP Lifecycle Management recommends systematic competency mapping tied to customer needs and service requirements to optimize PMO effectiveness.
References:
PMI-PMOCP Exam Content Outline, Lifecycle Management Domain
PMI Practice Standard for Project Management Offices (2013), Competency Management PMI PMO Value Ring, Talent and Capability Alignment

NEW QUESTION # 76

A new PMO has been started in a medium-sized retail company that has several concurrently running strategic projects. A team of project managers with no PMO experience has been assigned to the new PMO.
Which two actions should the PMO professional take to help the project managers prepare for their roles?
(Choose 2)

- A. Conduct orientation sessions to raise the project managers' awareness about the organization of a PMO.
- B. Explain that being part of a PMO requires extensive experience in the company's business sector.
- C. Explain that being a part of a PMO requires high-level project management competencies.
- D. Explain how they should understand the PMO's customers' needs first so they know what to focus on.
- E. Coach and mentor the project managers in managing the company's strategic projects.

Answer: D,E

Explanation:
The Lifecycle Management domain of PMI-PMOCP emphasizes the importance of team readiness and capability development when launching or scaling a PMO. For new PMO team members, especially project managers with no prior PMO experience, the PMO professional's role is to help them align with the organizational customer focus and provide targeted coaching on managing strategic projects.
Option A highlights the need to understand customer needs, which is essential to deliver relevant PMO services and project outcomes aligned with stakeholder expectations. Option B reflects the vital role of mentoring and coaching, helping project managers develop the skills and knowledge necessary for effective strategic project execution within the PMO context.
Options C and E, which stress prerequisites like extensive sector experience or high-level competencies, are less actionable and could discourage or exclude potential contributors. Option D, while useful, is more about awareness rather than direct, practical preparation.
PMI guidance and the PMI-PMOCP practice material underscore that early focus should be on practical support and alignment to customer needs, as these lay the foundation for a high-performing PMO team.
References:
PMI-PMOCP Exam Content Outline, Lifecycle Management Domain
PMI Practice Standard for Project Management Offices (2013), Team Development and PMO Onboarding Sections PMI PMO Value Ring, Capability Building

NEW QUESTION # 77

A bank's PMO is responsible for project management governance and for supporting project managers across the organization. The bank is revising its strategic plan to respond to competitors' changes. The revised plan will affect the PMO governance structure and most of the bank's projects. The PMO professional has been tasked with preparing the organization for the strategic changes. What should the PMO professional do?

- A. Ensure that any changes from the strategic levels remain confidential for as long as possible to avoid creating panic in the organization.
- B. Recommend which projects should be canceled, based solely on the projects' budgets, before the strategic plan revision is complete.
- C. Call an urgent meeting with all the bank's project managers and sponsors and update the project charters before the strategic plan is revised.
- D. Transmit changes from the strategic levels and identify projects that might need to reconsider budget, schedule, risks, and other factors.

Answer: D

Explanation:
During strategic plan revisions, the PMO professional acts as a critical bridge between strategy and execution.
PMI-PMOCP highlights that the PMO must communicate strategic changes promptly and thoroughly to affected projects and identify adjustments required in budgets, schedules, risks, and other factors. This proactive approach enables the organization to realign projects with updated strategic priorities.
Recommending project cancellations prematurely (option A) or updating charters before the plan is finalized (option B) can cause confusion. Keeping changes confidential (option C) risks misinformation and mistrust.
Transparent communication ensures smooth transitions and stakeholder confidence.
Reference:PMI Project Management Office Certified Professional (PMI-PMOCP)Examination Content Outline, PMI 2021.PMI-PMOCP Study Guide, Chapter on Strategic Alignment and Change Management.

NEW QUESTION # 78

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